



Carmel Unified School District

CUSD FORWARD

Strategic Plan 2025-2030

Our Strategic Planning Process



Developing *CUSD Forward*

Phase 1

Process Development:

Board of Ed. approved a timeline and approach to gathering data and input.

Phase 2

Stakeholder Input:

Parents, students, staff, local employers, and community members gathered on Feb 10 & 11 2025 to study past performance, define elements of strategic visioning, and set mission and core values.

Phase 3

Writing Sessions:

Strategic planner, writing team and Superintendent synthesized stakeholder input and developed a draft plan.



Developing *CUSD Forward*

Phase 4

Feedback Loop:

Share the draft plan with stakeholders, including CUSD Board, for review and refinement.

Phase 5

CUSD Board Adoption:

Board formally approves of the strategic plan.

Phase 6

Implement Plan:

Translate objectives into actionable steps, determine progress indicators, and share regular updates with the Board, staff, students, and community.

Our Mission & Core Values

Our Mission

It is our collective responsibility to cultivate individual excellence through the power of every connection.

Our Core Values



Compassion:

We promote compassion by creating a caring environment where everyone feels valued and heard.



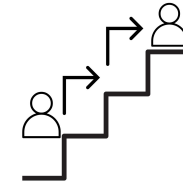
Connection:

We foster connection by nurturing meaningful relationships with students, families, and the community.



Integrity:

We lead with integrity by acting with honesty, authenticity, and accountability in all we do.



Excellence:

We pursue excellence by striving for the highest standards in learning, teaching, personal growth, and stewardship.



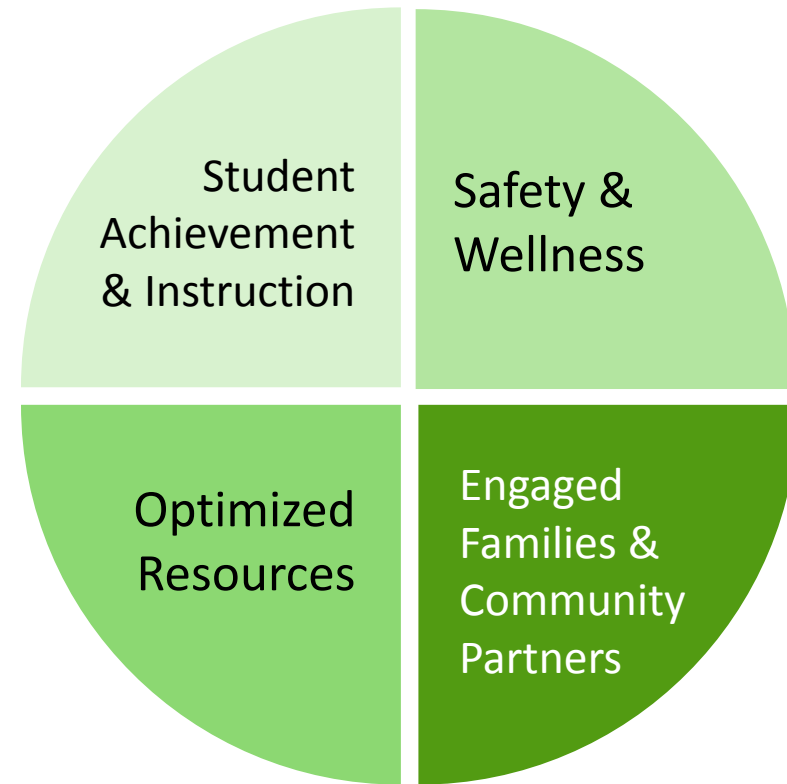
Resilience:

We build resilience by overcoming challenges, growing stronger, and staying adaptable.



Overview

CUSD Forward is built upon **four key focus areas** designed by stakeholders to ensure student success and a thriving learning environment from 2025-2030.





Focus Area 1

Student Achievement & Instruction



We are dedicated to fostering student achievement and instructional excellence through a seamless, student-centered Preschool through Grade 12 (P-12) experience. By implementing innovative teaching strategies, data-informed decision-making, and personalized support services, we will promote academic success, personal growth, and future readiness.

OBJECTIVES (1.1–1.5)

- 1.1** Develop a relevant, multi-year professional learning plan that aligns with district goals/objectives/initiatives that supports each student P-12.
- 1.2** Develop a data-based decision-making protocol that utilizes district-wide assessment tools to monitor student progress, implement targeted interventions, such as remediation or enrichment, and guide instructional practices to meet the specific needs of every student P-12.
- 1.3** Develop and implement a coherent and consistent approach to P-12 literacy instruction district-wide.
- 1.4** Design and implement personalized, proactive counseling services that support students in exploring their interests, setting achievable goals, and preparing for college and/or career success, ensuring they have the tools and guidance to reach their full potential.
- 1.5** Ensure vertical instructional alignment from P-12, which includes graduation requirements and potential options to meet the requirements.



Focus Area 2 Student and Staff Safety and Wellness



Safety and wellness are essential components of an effective learning environment. By enhancing programs, policies, and resources, we will create a more supportive, inclusive environment for students and staff, ensuring ongoing evaluation and adaptation to meet evolving needs.

OBJECTIVES (2.1–2.6)

- 2.1 Assess and improve the social-emotional learning program and related mental health supports district-wide (P-12).
- 2.2 Create and implement a district-wide (P-12) cohesive system to support student behavioral needs.
- 2.3 Ensure systematic implementation of bullying prevention policies and practices that are effectively measured on a yearly basis.
- 2.4 Evaluate and refine the curriculum and supports that promote healthy decision-making around drugs, tobacco, alcohol, technology use, nutrition, and exercise.
- 2.5 Identify and evaluate evolving safety and security needs on campus and at events throughout the district and adjust protocols as needed.
- 2.6 Assess and communicate wellness support offerings for staff.



Focus Area 3 Engaged Families and Community Partners



To strengthen our educational community, we will focus on key areas that enhance collaboration and support. By improving communication, creating welcoming environments, and fostering trust, we will build stronger connections that support student success and consistent, inclusive engagement across all educational partners.

OBJECTIVES (3.1–3.4)

- 3.1 Proactively engage with parent and community members to expand opportunities for partnerships between community organizations and the district to further enhance student experiences.
- 3.2 Foster trusting relationships among staff, administrators, students, parents and the community through active listening and collaboration.
- 3.3 Streamline communication efforts district-wide to improve and ensure consistency in messaging, promoting, and branding.
- 3.4 Establish protocols that are welcoming and foster strong partnerships with families and community members, promoting safety, inclusivity and easy access to resources.



Focus Area 4 Optimized Resources



Through the efficient and equitable use of our resources, we build the public's trust by providing high quality services and systems. By collaborating with the community, we will strive to meet both current and future needs in order to support every student's journey.

OBJECTIVES (4.1–4.3)

- 4.1 Evaluate, revise and implement the long-range Facilities Master Plan to ensure effective use of facilities including, but not limited to modernization of classrooms and other district facilities, upgrading of technology infrastructure, building permanent structures and enhancing safety on all campuses.
- 4.2 Collaborate with the community to secure funding options for facility improvements and priority projects identified in the Facility Master Plan.
- 4.3 Assess staffing needs to align with instructional programs, priorities and changing enrollment.



Focus Area 4 Optimized Resources



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OBJECTIVES (4.4–4.7)

- 4.4 Ensure that cyber security and digital safety systems are aligned with both operational and instructional requirements by regularly assessing the effectiveness of infrastructure practices and how they are being implemented.
- 4.5 Equip individuals with the skills to translate a developed strategic plan into actionable steps, including aligning the strategy with organizational structure, defining clear goals and metrics, managing change, and ensuring accountability across teams to effectively execute the plan.
- 4.6 Maximize organizational efficiency through refinement or development of systems and processes.
- 4.7 Further develop healthy, fresh and nutritious meal offerings that meet and exceed current state and federal guidelines.



DISTRICT STRATEGIC PLANNING & VISIONING

SPRING 2025



Next Steps

Moving Forward Together

Shaping the future of CUSD



Year One

- **Communicate Shared Vision and Strategic Goals Widely:** The strategic plan and its goals will be shared transparently with stakeholders via various channels (website, newsletters, meetings, etc.).
- **Gather Baseline Data:** Audit current practices to inform our planning.
- **Develop Action Plans with Progress Indicators for Each Objective:** We will define specific, measurable outcomes for each focus area to track progress and ensure accountability.

Years Two–Five

- **Monitor Progress:** Regular progress reporting sessions with stakeholders will allow us to assess effectiveness and make adjustments.
- **Further Engagement:** Opportunities for continued stakeholder involvement will be central to our success.

Call to Action

Embark with us on a bold, visionary journey!



Help shape
the future of
CUSD!

Join us as we...

- Ignite a passion for learning in all students
- Connect and engage across our diverse communities
- Develop trust through shared accountability, transparency, and authenticity
- Build a safe and healthy future



Follow us on social media!



Key Elements of *CUSD Forward*



Developing *CUSD Forward*, Our Strategic Plan (continued)

Vision

Our aspirational
picture of the
future

Mission

Our core
purpose

Core Values

Guiding
principles

Focus Areas

Key
priorities

Key Elements of *CUSD Forward*



Developing *CUSD Forward*, Our Strategic Plan (continued)

Objectives

Focusable steps

Metrics

Identify
measures of
progress

Stakeholders

Students, staff,
parents, local
employers, local
residents

Consultant

We partnered with Dr. Douglas Domene, a seasoned educator with over 40 years of experience, who guided us through this stakeholder-driven process. Dr. Domene's expertise and focus on student outcomes has been invaluable.

Next Steps

Moving Forward Together



Your feedback and adoption of a final strategic plan will shape the future of CUSD.

Year One

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Years Two–Five

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